

Appendix A

COMMANDER'S CHECKLIST FOR GLOBAL DISTRIBUTION OF MATERIEL

1. General

Materiel distribution operations described in this publication cover the range of supply chain considerations needed to promote confidence in the warfighter that global distribution operations will provide balanced, agile, and precise support to joint force missions across the range of military operations. The checklist provided below offers the supported combatant command staff, as well as other participants in the global distribution system, a planning tool for developing integrated global distribution support.

2. Planning

a. US Forces Planning Factors.

- Are distribution requirements (physical distribution and inventory decisions) included in logistic plans?
- Do plans specify how the physical distribution flow will be controlled and integrated between strategic, operational, and tactical levels?
- Is planned distribution support tailored to mission requirements and priorities?

- 1 • Do plans consider security for distribution operations?
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- 3 • Has the flow of sustainment materiel been integrated into the overall deployment
- 4 and reflected in strategic transportation priorities?
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- 6 • Has the impact on physical distribution and commercial / HN inventory sources
- 7 due to refugees, displaced persons, multinational forces, and other competing
- 8 requirements for distribution capabilities been considered?
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- 10 • Are existing and potential vendor support capabilities incorporated into
- 11 distribution plans? Do they complement organic military capabilities?
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- 13 • Are requirements for DLA liaison cell and DLA contingency support team
- 14 established?
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- 16 • Have organic military capabilities for theater distribution support forces been
- 17 included in plans? Are they flowed in the TPFDD when they are needed?
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- 19 • Is use of one or more of the Services logistics augmentation programs (i.e.,
- 20 LOGCAP, AFCAP, CONCAP) planned? Have coordination authorities been
- 21 established? What role is envisioned for these contractors in support of theater
- 22 distribution?
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- Are product support vendors capable / willing to perform their tasks under anticipated operational conditions? Are vendor support/product support contractors trained and equipped to continue operations under all potential theater operational environments?
- Have HN diplomatic clearances and POD access, overflight/landing clearances for distribution operations been established? Do SOFA and other agreements cover the flow of materiel moving through commercial distribution systems to US forces or contractors supporting US forces?

b. Multinational Planning Factors

- Do plans provide a summary of the requirements, taskings, and concept of multinational operations that is supported by logistic planning? Are national, role specialization, lead nation, and HN responsibilities defined for the various logistic tasks?
- Have all nations participating in the operation either provided for distribution support for their forces or arranged with the coalition or bilateral arrangements for this support? Have they provided or obtained the fiscal resources to sustain distribution support of their force contributions?
- Are the multinational logistic objectives specified? Are they achievable with

1 respect to the plans? Are national procedures for strategic distribution of materiel (air
2 and sea delivery established?

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4 • Are levels of accompanying inventory or supplies with national formations
5 addressed?

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7 • Is a known or estimated customer wait time (CWT) provided from national
8 industrial bases to the theater?

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10 • Are procedures included for support to, from, and between other multinational
11 members and Services?

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13 • Are the national theater inventory stockage objectives by class of supply or
14 national distribution concepts specified and complementary to the multinational force
15 commander's intent?

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17 • Are inventory buildup requirements specified? Are national operational packages
18 on hand to support multinational operations until the in-country distribution / logistic
19 support system is established?

20
21 • Are national distribution and resupply time frames consistent and reliable to
22 support the operational concept?

- 1 • Have multinational critical and common items and inventory sources been
2 identified? What provisions have been made for an integrated approach to fill critical
3 items and items common to the coalition? Have they been quantified?
4
- 5 • What distribution support will be provided to the multinational force as a national
6 responsibility, a cooperative responsibility, solely by one nation, by HNS, and from
7 contracted sources?
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- 9 • What multinational physical distribution support must be provided to the HN or
10 other multinational partners?
11
- 12 • Are provisions made for national emergency distribution or resupply?
13
- 14 • Are there coalition provisions for distribution support of displaced civilians,
15 prisoners of war, or NGO?
16
- 17 • Are national reserve materiel inventories stored in theater or at the national
18 industrial base? Are call forward procedures specified? Are there political
19 constraints on the redistribution of this materiel to other parts of the same theater or
20 to another theater?
21
- 22 • Can national reserve materiel be distributed to coalition partners?
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- 1 • Has the use allocation of various SPODs/SPOEs and APODs/APOEs among
2 multinational partners been specified?
3
- 4 • Do OPLANs specify which coalition logistic elements will provide the support
5 required?
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- 7 • Are the national materiel distribution flow and the deployment flow of national
8 forces from national bases balanced with the theater distribution and JRSOI
9 capabilities? Does national distribution support complement the theater logistic plan?
10
- 11 • Is the amount of HN distribution support to be provided to various multinational
12 partners stated in terms of workload to be performed or in multinational force
13 equivalents?
14
- 15 • Will unsourced multinational logistic force structure requirements be offset with
16 HN, contracted, or interservice support?
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- 18 • Is HN distribution support accounted for in national deployment plans to ensure
19 functions are covered and organic force structure is appropriately decremented or
20 reassigned?
21
- 22 • Has commercial communications capability been allocated in sufficient quantity
23 and quality to support national and multinational distribution operations?

- What types of critical distribution-related information (from planning, asset visibility, in-transit visibility, and business operating information systems) will be shared among multinational partners? How will it be shared?
- Is there a multinational mechanism to coordinate the procurement of in theater inventories by all national forces? Is there a policy enforcement mechanism to assure compliance with multinational procurement strategies?

3. Global Distribution Networks

a. Physical Network

- Have infrastructure assessments been conducted?
- Have infrastructure shortfalls been addressed either for resolution or as constraining factors in distribution plans.

b. Information Network

- Is theater information network adequate to support distribution operations systems?

- Where and how will ITV information be obtained? How will it be integrated into distribution operations?

- Is Internet access adequate to support Service component requirements for vendor and DOD requisitioning systems? Do Service components and materiel providers have alternate methods and procedures?

c. Communications Network

- Is there a robust communications capability available to support global distribution operations? Are communications capabilities to support distribution operations included in joint communications plans?

- Will the communications network support classified distribution information?

- Will the communications network provide adequate connectivity for logistic automated systems?

d. Resource Network

- Are critical materiels and war reserve items adequately resourced?

- Are funding and accounting responsibilities for cross-service provider

arrangements established?

- Are funding and accounting responsibilities for multinational provider arrangements established?

- Are there adequate financial mechanisms and resources in place to obtain access to local inventories or physical distribution capabilities?

4. Global Distribution Elements

a. Requirements Determination/Stocking Policy.

- What is the status/quantity/location of theater stocks and war reserve assets?

- Is critical materiel identified? Has the combatant commander or subordinate JFC established inventory target levels for accompanying supplies and for inventory objectives for critical materiel by phase of the operation?

- Can adequate quantities of critical materiel be available in theater, or in the transportation pipeline, or be available and shipped from CONUS to meet velocity needs of the supported force?

- Has surge requirements planning been conducted with CONUS strategic level provider organizations? Have the requirements for operational surge been positioned in theater or have strategic/intra-theater lift resources been allocated to support timely flow from CONUS or other inventory source locations?

b. Acquisition/Procurement.

- What is the level of government purchase card acceptability in theater?
- Is theater contracting support established?
- What single dominant user/common user logistics/cross-servicing agreements may be established? When and how do Service component support processes transition to these CULT processes?
- What existing contractor support arrangements have been established? Can these support the planned expansion of operations?
- Are there arrangements for the use of non-US contracts by US forces?
- What HN sources for materiel and distribution support services are available in the operational area or in areas adjacent to the theater? Is it acceptable and consistent with political and military objectives for US force to use these sources? What will be

the impact on indigenous populations by the use of distribution-related materiel
inventories and physical distribution capabilities by US forces?

- Are Service component product support arrangements compatible with combatant commander plans and policies?

- Are product support contractors included in customs/SOFAs and other HN agreements?

- What are the organic force structure alternatives needed in event product support contractors are unable to perform in theater? Has the flow of these capabilities been included in the TPFDD?

c. Requisition Process.

- Are extant distribution velocity metrics consistent with the parameters of the operation? Does the combatant commander or Service components need to adjust the requisition and transportation priority designators of the support elements?

- Are Service component requisitioning methods compatible with theater communications and/or information network constraints?

- Is Internet access available for requisitioning?

d. **Physical Distribution/Transportation.**

- Have joint distribution or common user logistics transportation and storage/warehousing requirements been established?
- Is the JMC, if established, aware of materiel distribution requirements and the variety of military and commercial transportation capabilities available to support the JFC?
- To what degree is materiel distribution dependent on commercial air parcel delivery? How are commercial delivery arrangements integrated into theater distribution? Are alternatives available if commercial services are unable to reach the theater, or within the theater unable to reach the customer destination?
- Is HN transportation facilities/equipment available and included in planning? What are the implications of the HN or on multinational forces sharing the same facilities or capabilities?
- Are preconfigured loads included in distribution concepts? For what commodity items? What is the theater capability to transport preconfigured loads to the end-user? What is the theater capability to reconfigure loads?

- Are combatant commander procedures for tracking, control, and return of empty containers and 463L air pallets established?

- How is physical distribution of US mail integrated other materiel? Has combatant commander policy and procedures for distribution of "any service member" letter and parcel main been established? Can flow of "any service member" mail be slowed/stopped if necessary?

e. Cross-leveling.

- What critical items are likely candidates for theater cross-leveling action?
- Are combatant commander mechanisms for effecting cross-leveling established? Have the protocols and procedures for combatant commander directive logistics authority been established for a given operation or commodity?
- Have Service components established processes to cross-level service owned materiel within the theater?

f. Retrograde and Return.

- What is the concept for control and movement of retrograde materiel both inter- and intra-theater?

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- 2 • Has the appropriate strategic (commercial or military) lift been allocated to
3 support critical materiel returns?

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5 g. **Disposal.**

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- 7 • Is DRMO support available in or near the theater?

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- 9 • Is disposal coordination/assistance available as part of the DCST?

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- 11 • Is combatant commander policy on disposal of scrap material established?

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- 13 • Are there HN agreements for DRMS operations, including sales program?

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- 15 • What is the in-theater capability for demilitarization and disposal of MLI/CCLI?

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- 17 • Are procedures for disposal of captured or confiscated weapons established?

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- 19 • What is the alternative to in-theater DRMO operations?

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- 21 • Are contract disposal operations required and established?

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23 h. **Environmental.**

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- Has an executive agent for environmental matters been appointed?
 - Have operation-specific hazardous material/hazardous waste (HM/HW) handling and disposal standards been established?
 - Have HN agreements to facilitate HM/HW disposal been established?
 - Are suitable facilities, equipment, and materials available for HM/HW storage and transportation?
 - Are adequate trained personnel assigned to perform environmental tasks?
 - Are procedures in place to handle captured or confiscated HM/HW?
- i. **Customs.**
- Are agreements in place to ensure HN customs issues do not hinder transportation of DOD materiel?
 - Are arrangements with other nations within the operational area or theater for intra-theater transit of materiel established?

- Are distribution forces aware and capable of meeting any agreed administrative procedures for HN customs clearance?

- Are third country vendors/US contractors included in customs planning?

j. Redeployment.

- What US force, equipment, and materiel will remain in theater?
- What are the distribution support requirements for residual forces?
- What is the plan to dispose of excess or unusable equipment where transportation costs exceed reprourement costs?
- What are plans for munitions download/removal of hazardous material from redeploying vehicles/equipment?

5. Classes of Supply

a. Class I.

- What is the distribution concept for Class I materiel in theater, including offshore?

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2 • Is subsistence prime vendor support already functioning in theater? Will it
3 continue to be used during contingency operations? What expansion or modification
4 of the prime vendor's distribution system will be necessary? Can the prime vendor's
5 distribution network be put to use for other commodities?

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7 • What Class I materiel is available from inventory sources in or close to the
8 operational area?

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10 • What are the implications on the HN, indigenous populations, or on multinational
11 forces using the same Class I facilities, inventory sources or capabilities?

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13 • Are combatant commander restrictions on subsistence materiel due to HN cultural
14 constraints established?

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16 • How will Service components requisition Class I materiel? Is Internet/STORES
17 connectivity available?

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19 • Are containerized operational ration programs planned? How far forward will
20 containerized rations be distributed?

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22 • What are the plans for redistribution/retrograde/disposal of Class I materiel during
23 redeployment?

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- Is there a requirement to designate a lead agent for the distribution of common Class I items to some or all the service components of the joint force?
 - What tactical level ration distribution forces will be needed, by phase, to support the operation?
- b. Class II.**
- What is the distribution concept for Class II materiel in-theater? What are the theater /Service component critical materiel inventory objectives?
 - What Class II materiel is available from inventory sources in or close to the operational area?
 - What are the implications on the HN, indigenous populations, or on multinational forces using the same Class II facilities, inventory sources or capabilities?
 - Is Internet-based requisitioning of Class II materiel available in-theater?
 - What CONUS or outside the theater surge requirements are anticipated to support US forces, multinational forces, or local populations?

- Is there a requirement to designate a lead agent for the distribution of common Class II items to some or all the service components of the joint force?

c. **Class III.**

- What is the distribution concept for Class III materiel in-theater?
- Have Service component estimates of Class III bulk and packaged requirements and theater inventory levels been established?
- What are component responsibilities for Class III distribution?
- Is there a requirement to designate a lead agent for the distribution of common Class III items to some or all the Service components of the joint force?
- What tactical/operational level bulk fuel distribution forces and capabilities will be needed, by phase, to support the operation? How will they be tied into DESC operations?
- What Class III bulk or packaged materiel is available from inventory sources in or close to the operational area?
- What are the implications on the HN, indigenous populations, or on multinational

1 forces using the same Class III facilities, inventory sources, or capabilities?

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3 • Are JPO/DESC region contractual arrangements for HN source Class III materiel
4 established?

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6 • Are commercial POL storage and distribution facilities available, selected and
7 adequate? Have these capabilities been integrated into the theater fuel distribution
8 planning? How far forward can commercial sector distribution capabilities deliver
9 fuel?

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11 • Is security for POL storage and transportation established?

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13 **d. Class IV.**

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15 • What requirements have the joint force engineer planners provided to distribution
16 planners? When will requisitions for the materiel be submitted? Has an estimate
17 requirement of Class IV materiel flow been included in JOPES TPFDDs? Is the
18 arrival of the materiel consistent with the arrival of the engineer forces planned to use
19 the materiel?

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21 • What is the distribution concept for Class IV materiel in-theater? How much
22 materiel can be throughput directly to the point of use?

- 1 • What tactical/operational level Class IV distribution forces and capabilities will
2 be needed, by phase, to support the operation? How are these force distribution
3 capabilities linked to direct vendor delivery capabilities? How far into theater can the
4 commercial sector deliver Class IV materiel?
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- 6 • Are Service component Class IV requirements established?
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- 8 • What Class IV prime vendor programs are currently active in-or near the theater?
9 Can they continue to be used during contingency operations? What expansion or
10 modification of the prime vendor distribution system will be necessary?
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- 12 • What are the implications on the HN, indigenous populations, or on multinational
13 forces using the same Class IV facilities, inventory sources or capabilities?
14
- 15 • Is there a requirement to designate a lead agent for the distribution of common
16 Class IV items to some or all the service components of the joint force?
17
- 18 • Is Internet-based requisitioning of Class IV materiel available in-theater?
19
- 20 • What Class IV requirements can be acquired in-theater?
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- 22 • Are contingency stocks of Class IV materiel staged in-theater or adjacent to the
23 theater?

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- What are the Class IV requirements and responsibilities of logistics augmentation (i.e., LOGCAP, AFCAP, CONCAP) contractors?

e. **Class V.**

- What is the distribution concept for Class V materiel in-theater? Does it include the capability to distribute rapidly pre-configured ammunition package/loads to operating forces?
- What are the implications on the HN, indigenous populations, or on multinational forces using the same facilities or capabilities?
- Is there a requirement to designate a lead agent for the distribution of common Class V items to some or all the Service components of the joint force?
- What tactical/operational level ammunition distribution forces and capabilities will be needed, by phase, to support the operation?
- Have critical munitions been identified and are sufficient levels of stocks of critical munitions available in theater or can be rapidly moved to theater to meet the JFC requirement?

- 1 • If there are shortfalls of critical munitions, can they be resolved by cross-leveling
2 action between Service components/other combatant commanders/multinational
3 forces? Is compatibility of cross-leveling candidate items between Service
4 components and delivery platforms known?
5
- 6 • Do Class V stocks need to be located to support operations? Is there a capability
7 to meet surge requirements from strategic or operational level inventories?
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- 9 • Are Class V inventory storage sites established that meet explosive safety and
10 security considerations?
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- 12 • Are Class V transportation arrangements established? Are return and retrograde
13 capabilities planned to support the repair or redistribution of low-density, high-value
14 munitions or components of munitions?
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- 16 • Are Class V transportation bottlenecks identified, such as limited NEW capacity
17 at essential en route airports or HN safety restrictions?
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- 19 • Are theater organic forces or commercial sector equivalents equipped to handle
20 and transport containerized and break-bulk munitions?
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f. **Class VI.**

- What is the distribution concept for Class VI materiel in-theater? What is the level of support desired, by phase of the operations? Are there any types of Class VI materiel that the combatant commander or Service component commanders do not want distributed to their forces?
- Are existing exchange services in theater? Will they continue to operate during contingency operations? Can they surge to meet planned requirements?
- Are deployable exchanges included in plans? When will exchanges be phased into the theater and who will determine the source, type, and location? Will multiple Service deployable exchanges be requested (AAFES/MCX/NEXCOM)?
- What transportation priority will be established for Class VI materiel?
- Are combatant commander restrictions, based on HN considerations, on the importation of exchange merchandise such as certain types of magazines, books, or food established? Have these restrictions been communicated to the appropriate Service exchange commands?
- What are the implications on the HN, indigenous populations, or on multinational forces using the same facilities, inventory sources or capabilities?

- Is there a requirement to designate a lead agent for the distribution of common Class VI items to some or all the service components of the joint force?

- Are Class VI merchandise restrictions/rationing necessary due to HN black market concerns?

g. **Class VII.**

- What is the distribution concept for Class VII materiel in-theater?

- Have joint force planners or Service components programmed in replacement systems for battle or non-battle losses. Have these estimates been coordinated with the military services? Is there a distribution plan to position replacement weapons systems or Class VII components of weapons systems in the theater or move them from rapidly from outside the theater?

- Are there Service component or joint capabilities available to support dedicated weapons system replacement operations?

- What retrograde/return distribution capacity is available to support intra-theater or inter-theater movement of repairable Class VII items to repair facilities?

h. **Class VIII.**

- What is the distribution concept for Class VIII materiel in-theater?
- Have Class VIII sustainability/resupply requirements been established?
- Is there a requirement to designate a lead agent for the distribution of common Class VIII items to some or all the service components of the joint force? Is a SIMLM established for Class VIII materiel?
- What Class VIII prime vendor programs are currently active in-theater? Can they continue to be used during contingency operations? What expansion or modification of the prime vendor distribution system will be necessary?
- What are the implications on the HN, indigenous populations, or on multinational forces using the same Class VIII facilities, inventory sources, or capabilities?
- Is Internet-based requisitioning of Class VIII materiel available in-theater?
- How will medical air express deliveries be integrated with theater distribution?

1 **i. Class IX.**

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- 3 • What is the distribution concept for Class IX materiel in-theater?
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- 5 • Are product support contractors included in Service component Class IX plans?

6 How will vendor Class IX distribution be integrated into the theater distribution

7 system?

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- 9 • What are the implications on the HN, indigenous populations, or on multinational
- 10 forces using the same Class IX facilities, inventory sources or capabilities?
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- 12 • Is there a requirement to designate a lead agent for the distribution of common
- 13 Class XI items to some or all the Service components of the joint force?
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- 15 • Is Internet-based requisitioning of Class IX materiel available in-theater?
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17 **j. Class X.**

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- 19 • What is the distribution concept for Class X materiel in-theater?
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- 21 • Are there existing Class X physical distribution or inventory resources in or close
- 22 to the theater? How will this be integrated with the overall theater distribution
- 23 system?

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2 • How will NGO distribution operations be integrated with military distribution
3 operations? How will conflicting requirements for distribution resources be
4 resolved?

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6 • Will non-distribution forces be needed to supplement distribution forces due to
7 unique nature of HA or other operations?

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9 • Have guidelines on acceptable and prohibited donated materiel been developed
10 and communicated to the CONUS Donated Materiel coordinator.

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12 • How will donated material shipments be integrated into existing air and/or surface
13 lift priorities and capacity?

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15 • How will donated material be received, controlled and distributed in-theater?

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17 • How will the flow of donated materiel be reduced and/or ceased at the conclusion
18 of operations?

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